



## Director's Desk

Christina R. Ghaly, M.D.  
Acting Director

This month's issue of the Pulse brings a smile to my face: it is an issue full of new beginnings. First, I am pleased to welcome to Mr. Jorge Orozco to his new position as CEO of LAC+USC effective February 26th. He comes to LAC+USC from Rancho Los Amigos where he was instrumental in helping to build Rancho into the premier rehabilitation institution it is today. I know that he will bring to LAC+USC the same passionate commitment to patient experience, staff engagement, and community relationships that he demonstrated at Rancho. My thanks also

goes to Ms. Donna Nagaoka and Ms. Bonnie Bilitch who each spent time as the interim CEO at LAC+USC over the last year, as well as to Mr. Ar-ies Limbaga who will be serving as the interim CEO at Rancho Los Amigos until a permanent CEO is named.

Next, as you'll read in this issue, Harbor will soon be seeing patients in its newly expanded psychiatric emergency room, which now includes a dedicated space for youth/teens. For individuals experiencing perhaps one of the darker moments of their life, it is good and right that we offer them a space that can offer a greater level of healing and comfort.

And last, but not least, I am proud to share the story of our sister department, the Department of Public Health, going live on ORCHID. The same ORCHID that we use every day across DHS is now also used by staff at DPH's directly clinical sites, such as in STD clinic, TB clinic, and immunization clinics. This will help us be able to more efficiently share information on patients when appropriate, among other benefits for DPH. Please share in the joy of these new beginnings.

## In This Issue

- Harbor-UCLA Psych Expansion Opens
- Jorge Orozco Takes Helm at LAC+USC
- PRIME Perspectives
- L.A. County Medi-Cal Beneficiaries Gain Legal Aid
- Public Health Joins ORCHID
- DHS Bariatric Surgery Program Expands to LAC+USC
- Mission Possible Campaign Launches
- Need Data? Look Here
- Upcoming Events

## Harbor-UCLA Psych Expansion Opens

By Michael Wilson

County officials and hospital leaders presided over the grand opening of an expanded Psychiatric Emergency Room (PER) on February 7. The replacement project substantially increases clinical space and will allow for a 40 percent increase in volume. Over 5,000 adult psychiatric patients visit the facility each year. Hospital leaders said the existing PER was insufficient to treat the high numbers of severely mentally ill adult patients and did not contain a dedicated waiting or triage area for patients being brought into the unit by law enforcement or ambulance personnel, resulting in patients waiting in the corridor outside the unit. "The emergency rooms at DHS hospitals often serve as the gateway into the personal and mental health care systems," said DHS acting director Dr. Christina Ghaly. "They carry a busy load as people with no resources or other source of care arrive in great need of treatment." Ghaly said the expansion would improve patient safety and meet demand for acute psychiatric services in the region.

(See 'Expansion' on Page 2)



Pictured (left to right): DHS Acting Director Christina Ghaly, MD, LA County Supervisor Janice Hahn, LA County Supervisor Mark Ridley-Thomas, DMH Director Jonathan Sherin, Ph.D, Harbor-UCLA Department of Psychiatry Chairman Ira Lesser, MD, and Harbor-UCLA Chief Executive Kimberly McKenzie, RN.

## Jorge Orozco Takes Helm at LAC+USC

By Michael Wilson

Rancho Los Amigos National Rehabilitation Center chief executive Jorge Orozco has been appointed chief executive officer (CEO) at LAC+USC Medical Center following an executive search. He assumes leadership at the end of February. He brings over 25 years of public hospital management experience to the role, where he will oversee operations at the 676-bed teaching hospital and the integration and coordination of healthcare services. He will serve as liaison with the Board of Supervisors, administrative officials, the public, community groups and regulatory agencies, and keep the hospital on track to meet financial and performance goals. While at Rancho, where he served as CEO for 10 years, he oversaw a large-scale rejuvenation of the aging Rancho campus that in-

cluded construction of the state-of-the-art Don Knabe Wellness Center and other projects to innovate care and improve service delivery. An exciting robotics program and high profile research projects undertaken during his tenure further highlighted the facility as a national leader in the art and science of rehabilitation medicine. He earned a Bachelor of Science in Physical Therapy from the University of California, San Francisco and a Bachelor of Arts in Biology from the University of California, Santa Cruz. In addition, he completed a Master's of Science in Healthcare Management from the University of California, Los Angeles.







('Expansion')

The project also establishes one of the first dedicated Adolescent Psychiatric Emergency Rooms in the nation. Previously adolescents were cared for in a separate Pediatric Emergency Room, which impacted the availability of the Pediatric ER rooms for medical patients and increased wait times for those patients seeking pediatric emergency medical care, said Harbor-UCLA operations chief Azar Kattan. Adolescent psychiatric patients will now be seen in space designed to meet their specific needs. Over 5,600 square feet of space was added to the existing PER to provide adult and adolescent psychiatric emergency services. The increased space became available because of the 2014 opening of the Surgery/Emergency Building and the availability of space from the old Emergency Room. The project includes two public art projects. One is in the reconfigured entry to the Adult PER and includes a painted mural with four small paintings mounted on the wall of the waiting area. The second art project includes three paintings located in the entry, family waiting room, and initial triage/interview room. Harbor-UCLA Medical Center provides primary, diagnostic, trauma, and specialty care services to Long Beach, Wilmington, San Pedro, Carson, Torrance, and the surrounding communities. Psychiatric emergency patients come from throughout Los Angeles County.

PRIME Perspectives

By Paul Giboney, M.D.

The beauty and challenge in the design of the PRIME program is the way it pushes California’s Public Health Systems to continually improve their performance. The incentive dollars are available only if the current year’s progress exceeds the previous year or if it surpasses the 90<sup>th</sup> percentile nationally. We have been collaborating with our amazing care teams to make further advances in care in many important clinical areas. One of these key areas is Antibiotic Stewardship. Evidence-based use of antibiotics is a critical issue in most health systems. The rise of resistant pathogenic “superbugs” is largely fueled by inappropriate prescribing practices or overuse of antibiotics. One of the PRIME measures that has seen steady improvement is the avoidance of antibiotic use for patients with viral bronchitis.

In the last PRIME performance year, we educated all our providers on the importance of antibiotic stewardship and performed focused coaching with those whose prescribing patterns were outside of the expected range. In the current PRIME year, we are using ELM, our population management platform, to track our antibiotic prescribing activity on a regular basis and intervene quickly when we see inappropriate prescribing. Using this approach, our rates for the bronchitis metric have been improving. This work in bronchitis is part of a larger DHS-wide program to implement antibiotic stewardship principles in all parts of our delivery system – from the inpatient wards, to the operating rooms, to the emergency departments and the outpatient clinics. We are grateful for the leadership from our DHS Antibiotic Stewardship Workgroup in these efforts.

L.A. County Medi-Cal Beneficiaries Gain Legal Aid

By Michael Wilson

As part of Whole Person Care Los Angeles, a Medi-Cal 2020 waiver-funded program that provides comprehensive and coordinated services to the sickest, most marginalized L.A. County Medi-Cal beneficiaries, DHS is funding a new medical-legal partnership (MLP). Last year, Neighborhood Legal Services of L.A. County, Legal Aid Foundation of Los Angeles, Inner City Law Center, Bet Tzedek Legal Services, and Mental Health Advocacy Services were awarded a one-year contract to provide legal services to vulnerable Medicaid

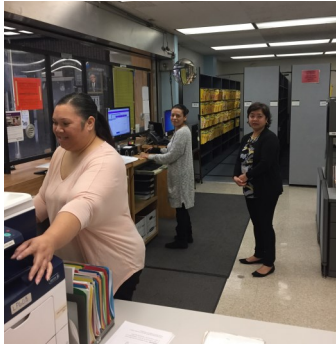
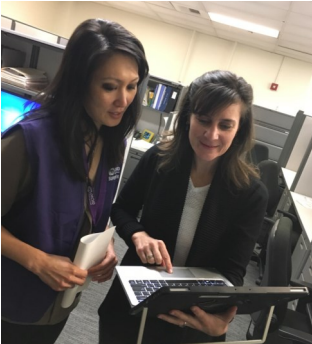
beneficiaries across the county. The goals of the MLP are to provide direct client assistance, training to Community Health Workers and other Whole Person Care staff, and policy advocacy. Attorneys at the MLP will work with the Whole Person Care team to address participants' legal issues related to housing, public benefits, family law, and immigration. With the announcement of this program, California becomes the fourth state to have a health center or public health department integrate financing for legal services into a Medicaid payment arrangement.



# Public Health Joins ORCHID

By Michael Wilson

In a major step to integrate technologies within the Health Agency, 14 Department of Public Health (DPH) Health Centers and over 600 staff began documenting patient care in the ORCHID electronic medical record platform on February 12. Providers in the two departments now have a single, unified view of patient medical histories. “ORCHID enhances care delivery and how services are rendered because information is readily available,” says project manager Aruna Anna. “Before the implementation, DPH providers had to request a paper file from DHS and that took time and was not efficient. Now, providers can just log into one system so it’s a big step forward.” Anna said the smooth go-live was attributable to DHS’ experience rolling out the system across its facilities. A ‘mission control’ team triaged Help Desk calls and technical staff were dispatched to DPH health centers to assist users onsite. The implementation included installation of new computers and tablets. Integration of the medical record platform is an important step to streamline access and enhance the customer service experience for those who need services from more than one department.



## DHS Bariatric Surgery Program Expands to LAC+USC

By Brad Spellberg, M.D.

In 2017, LAC+USC implemented a bariatric surgery program. The program is multi-disciplinary and includes dietary and nutrition counseling, psychological support, and other medical evaluations in addition to surgery. In a little over half a year, 38 patients have made it through the preliminary portions of the program and undergone weight loss surgery. Patients who enter the program must demonstrate weight loss prior to surgery, and of the 38 patients thus far treated at

LAC+USC, they achieved an average weight loss of nearly 17 pounds before surgery. We are very proud that our program has achieved a remarkable additional average weight loss of 48 pounds after surgery at 6 months of follow up—the total average weight loss achieved is therefore 65 pounds per patient! We have experienced no significant complications thus far. As the program continues to build, we will undoubtedly improve patients’ lives by improving and potentially curing obesity related diseases and overall patient well-being.



## Mission Possible Campaign Launches

A new recruitment campaign called ‘Mission Possible’ to attract health professionals to careers in the County jails kicked off February 20. The campaign features several short videos of inspiring correctional health providers that will be shared across the County’s social media platforms. To learn more about opportunities visit [missionpossible.lacounty.gov](http://missionpossible.lacounty.gov).

## Need Data? Look Here

By Irene Dyer

Looking for data? If what you need is likely to be from ORCHID, start with the ORCHID Reports Library on the [ORCHID intranet site](#). It’s organized by domain to make searching easier, and includes a short description of each report and a sample of the output. It will tell you where to find the report (e.g., PowerInsight or Discern Explorer). CEDAR also has dashboards and reports.

You can find a list of what’s available (as well as what’s coming soon) on the [CEDAR intranet site](#). This site also contains the direct link to CEDAR as well as instructions on getting access and how to run the reports. Additional reports are in development in ELM Analytics. Still can’t find what you’re looking for? Submit a request to the DHS Help Desk at (323) 409-8000 or [helpdesk@dhs.lacounty.gov](mailto:helpdesk@dhs.lacounty.gov). You will receive a form on which to document your

specifications, and a team will follow up with you to get further details if needed. A new process being implemented will include review by the relevant DHS enterprise committee (e.g., Primary Care Workgroup), which will ensure that the request will be useful across DHS. The next steps include coding, validation, wrapping up, and completion. You can track the status of your request on the [ORCHID Reporting site](#).



### Upcoming Events

- March 5, 2018** - LAC+USC, 10am - 2pm, Every Monday  
LAC+USC Farmers Market
- March 6, 2018**  
Deadline to complete [Just Culture Pulse Survey](#)